

SECRET

MEMORANDUM FOR: Director, National Security Agency

SUBJECT: Intelligence Community Resources

Attached herewith is a copy of my latest effort to put together the totality of the Intelligence Community's money and manpower resources.

Obviously, this does not represent the totality of the Community resources because it does not include the State Department nor the Atomic Energy Commission nor does it have all the intelligence activities conducted within the DOD. However, I believe that it does represent a more comprehensive picture of intelligence resources than we have ever had before, and the effort to do this goes back at least to 1954.

Because this data lacks the quality of being commensurable, there is no real validity to any impressions derived from comparing one activity with another despite the fact that the reader will note a considerable degree of sameness with respect to both trends and investment ratios. Other than these things being accidental illusions, one possible explanation is that the programming involved tends to be budget oriented; and therefore, all concerned almost unconsciously adopt a standard approach to dividing up their piece of the pie and repeat it year after year.

For me this study simply emphasizes the need for coordinated planning within the Community. I do not mean a single Community plan, just thorough coordination of the individual plans now being developed by the Community members. This coordination should, I think, include the Community's preparations to confront the various outsiders that subject it to interrogation, inspection, etc.

Like the old wagon train, we must learn to form a tight circle when the Indians attack.

I have proposed that this coordination be in the planning area because that is the one bit of free range available for the intelligence people to get together by themselves and discuss their problems en famille. The programming and budgeting areas are much more formalized and teeming with outsiders. In this connection, I feel that coordinated planning within the intelligence family prior to the preparation of programs and budgets would place all its members in a much better position to profit from the advice and guidance so enthusiastically given by the DDCI, OSD, PFIAB, etc.

I will be happy to discuss the report with you in detail and your comments would be most welcome. This report has also been sent to General Carroll and to Mr. John Clarke in CIA.

[redacted]
A/D/DCI/NIE

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Attachment:
As stated